



HUMAN RESOURCES COMMAND

Foreign Area Officer Branch



May 2005



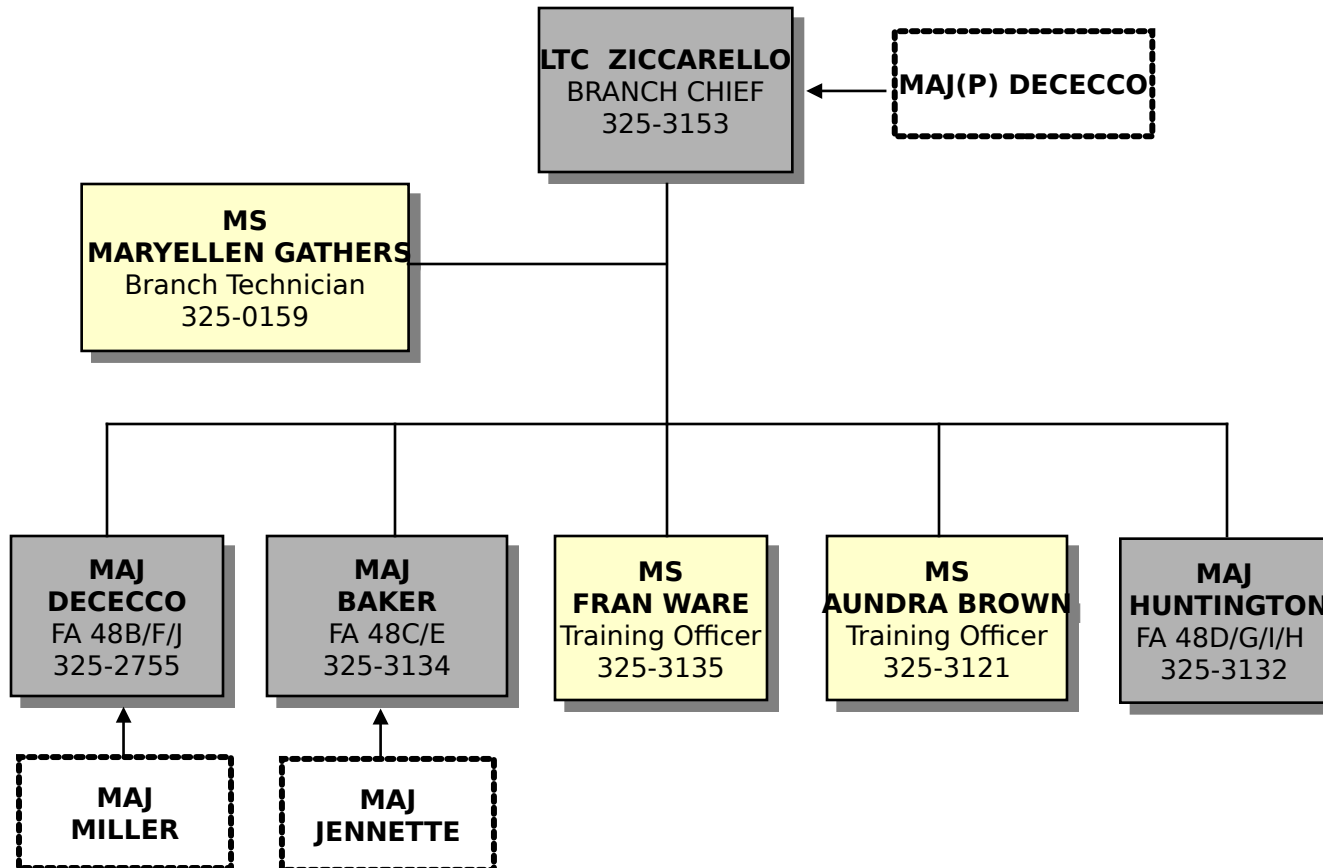
AGENDA



- ✓ FAO Branch
- ✓ FAO Assignments Process
- ✓ Evaluation Reports
- ✓ Promotions
- ✓ ILE
- ✓ Career Manager Notes
- ✓ Q&A



FAO BRANCH ORGANIZATION



- There is institutional knowledge/memory
- We are improving systems (web, e-mail, assignments, data)



FAO POPULATION



- ✓ **HRC manages all nine FAO AOCs - currently 1051 officers**
- ✓ **Roughly one-fourth of the total population (CPT/P & MAJ) are in accession training (language school, grad school, and In-Country Training) at any time**
- ✓ **Out of fully-qualified FAOs, about 15-20% are in a transition status (PCS/leave, JPME, JMAS, DISAM, etc) or otherwise temporarily out of the workforce (CGSC, SSC, Fellowships).**
- ✓ **We manage assignments for majors and lieutenant colonels. COLs Division manages ALL O6 assignments.**
- ✓ **There are some “Operational FAOs” (FAOs who have been CFD’d Operations, but MAY work in FAO positions after BQ in their basic branch). These officers do not compete with FAOs for promotion.**



FAO SUPPORT TO GWOT



- ✓ **FAO support to OIF, OEF and GWOT spans nearly every MACOM and includes all AOCs - CENTCOM and ARCENT in particular are being manned at well over 100% authorizations, with FAOs working on CENTCOM staff, the JIC, and in regional ODCs**
- ✓ **Most recently, responded to III Corps (MNF-I CG) and XVIII Abn Corps (MNC-I CG) request for 48G to join his personal staff as Pol-Mil Advisor**
- ✓ **Filled new embassy billets in Afghanistan; working now to ensure right support to new positions in Sudan, Libya, Mauritania, Djibouti, and Iraq**
- ✓ **DIA sending FAOs from all regions on a variety of missions to Iraq and Afghanistan**
- ✓ **PACOM likewise “plus-ed up” to meet expanding GWOT missions, especially in Philippines and Indonesia**



FAO SUPPORT TO GWOT



- ✓ **High priority requirement for CENTCOM AOR 1-Year TCS Assignments**
- ✓ **Headquarters include:**
 - **Multi-National Forces-Iraq (MNF-I)**
 - **Multi-National Corps-Iraq (MNC-I)**
 - **Multi-National Security Transition Corps-Iraq (MNSTC-I)**
 - **Combined Forces Command-Afghanistan (CFC-A)**
- ✓ **Anticipate backfill requirement for the foreseeable future**
- ✓ **If you are interested in one of these challenging and professionally rewarding assignments, please contact your Assignments Officer**



FAO ASSIGNMENTS PROCESS



FAO ASSIGNMENTS PHILOSOPHY



- ✓ **Send FAOs to challenging assignments both CONUS and OCONUS**
- ✓ **Develop officers with breadth of experience in region of expertise; rotation between types of FAO work and geographic locations**
- ✓ **Critical Factors:**
 - ✓ **Army Requirements**
 - ✓ **Skills and Experience**
 - ✓ **Officer Preference**



FAO ASSIGNMENTS OVERVIEW



- ✓ **Limited Branch Immaterial jobs (Senior LTC & COL), but we will fill some**
- ✓ **Approximately 75%-80% of FAO billets are joint; 25% non-Joint**
- ✓ **All Joint assignments are nominative; many non-joint FAO billets are also nominative - file quality can keep you out of a job!**
- ✓ **Ratio of OCONUS to CONUS**
 - ✓ **MAJ - 44% : 56%**
 - ✓ **LTC - 40% : 60%**
 - ✓ **COL - 75% : 25%**

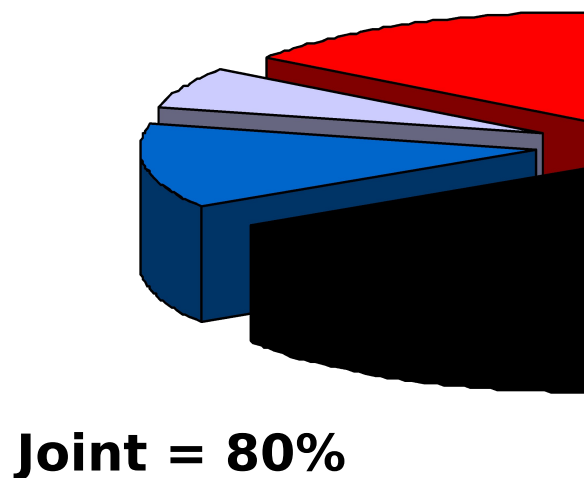


WHERE THE JOBS ARE...

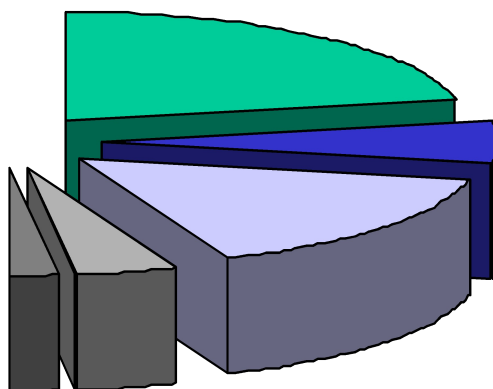


FAOs play Key Role Executing National Security Strategy

- Shape 21st Century World
- Globally Positioned
- Engaged Now
- Force Multiplier



Army = 20%



■ Attache: 22%

■ JCS/OSD: 6%

■ MACOM: 16%

■ ARSTAFF: 4%

■ Other Joint: 2%

■ COCOM In Country: 16%

■ COCOM HQ: 14%

■ DTRA: 6%

■ DIA NCR: 15%

THIS MAY CHANGE WITH THE NEW ARMY STRUCTURE

DATA FROM FY04



ASSIGNMENTS



WE WILL:

- ✓ **Post all jobs we habitually backfill onto the FAO webpage so that you can do some general career planning.**
- ✓ **Post all known, specific jobs on the Assignment Officer's webpage...but for the current cycle only (ie. May 06- Sep 06).**
 - Ensures that all jobs are included on the list.
 - Provides a non-arbitrary, HRC system-based, start date.
 - Attaché positions will be posted according to *training* start date.
 - You get the most comprehensive snapshot we can provide.
- ✓ **Post all known jobs for upcoming cycle on Projected Assignments Page**



SLATING



Assignment Criteria:

- ✓ **Skills and experience.** Does the officer have the appropriate skills (language or other)...or would he be able to gain them in time to take the job?
- ✓ **Timing.** Will the officer be able to get from where he is to where he needs to be by the report date? ***Joint rules and TDY schools*** en route will be a major factor.
- ✓ **Geographic Rotation.** Does the assignment support FAO Branch goal of rotating officers between DC, MACOM, Region?
- ✓ **Job Rotation.** Does the assignment develop the officer in terms of broadening exposure to different types of FAO work (POL-MIL, SAO, Attaché)?
- ✓ **File Strength.** Does the officer have a performance history that is appropriate for the position (would his nomination have a chance)?
- ✓ **Special Considerations.** How would EFMP, planned retirement, joint domicile, etc., affect the proposed assignment?
- ✓ **Needs of the Army.** Ultimately, we will place officers where the Army needs them most.
- ✓ **Officer Preference.** We will ***consider*** each officer's preferences



IT'S NOT A PERFECT WORLD



- ✓ **Current events (GWOT/OEF/OIF)**
- ✓ **There is no guarantee you will get your dream job**
 - “Best qualified” is only part of the equation
 - ...So is “need”
- ✓ **There is no guarantee you will get any of your preferences**
 - *Army requirements will carry the day*
 - There are likely to be jobs that NOBODY signs up for
 - We will be given other “just do it” jobs to fill late in the cycle
- ✓ **More transparency does not mean total transparency.**



ASSIGNMENTS EQUITY



Why requests for FSTEs are frequently disapproved

- Recent promotion board results show that in-region jobs are key to a FAO's competitiveness (assignments equity). IOW, everyone should have a chance to serve in one!
- For each FSTE or COT, there is an officer waiting in CONUS whose career is potentially hurt when he can't get an OCONUS FAO job!
- The queue of volunteers is long; e.g. 25 officers/only 18 jobs rotating.
- Joint and Army Staff, as well as Combatant Commands, need FAOs with experience in region
- MACOMs concerns about FSTEs and COTs
- For attaches, any voluntary extension beyond 36 months requires operational justification (per DIA Instruction 100-4/DIA Reg "Duration of Tours at Attaché Stations")



EVALUATION REPORTS



EVALUATION REPORTS



- ✓ **ACOM and COM:** COM reports are OK. Board results indicate officers with a mix of ACOMs and COMs are competitive to LTC. COM files are different.
- ✓ Make sure your duty description is understandable.
- ✓ Quantification is very helpful in the SR narrative.
- ✓ SR should convey the level and impact of your work.
- ✓ Concise wording is good.
- ✓ Strong wording in a COM report is good, but don't over do it.
- ✓ Most board members are not FAOs (but this is your audience).



EVALUATION REPORTS



Things you should do:

- ✓ **Educate your Rater/Senior Rater.**
 - Make sure he knows where you are in your career.
 - * Implied task: make sure you know where you are in your career
- ✓ **Track your pending OERs.**
 - Make sure you know when your next OER is due (CTR?).
 - ~~FAO Branch will not know about OERs that are~~ **FAO Branch will not know about OERs that are** ***in the system"**
 - until the OER is logged by HRC Evaluations Branch.
 - We can anticipate incoming Annual OERs, but not optional reports.
 - It's up to you to ensure that your OER does not gather dust in anyone's inbox.
 - FAO Branch cannot place OERs in your Board file. It **MUST** come to HRC Evaluations Branch from your PSB.
- ✓ **Read the MILPER message regarding your board**



PROMOTIONS



PROMOTIONS



Recent Trends in FAO Promotions to LTC:

➤ FY 00 (YG 84) LTC Promotion Results

Army Selection Rate (PZ): 71.7%

FAO Selection Rate (PZ): 85.7%

➤ FY 01 (YG 85) LTC Promotion Results

Army Selection Rate (PZ): 75.7%

FAO Selection Rate (PZ): 72.1%

ARMY 5 yr avg = 75.5

FAO 5 yr avg = 74.1

➤ FY 02 (YG 86) LTC Promotion Results

Army Selection Rate (PZ): 77.3%

FAO Selection Rate (PZ): 71.4%

➤ FY 03 (YG 87) LTC Promotion Results

Army Selection Rate (PZ): 76.3%

FAO Selection Rate (PZ): 69.7%

➤ FY 04 (YG 88) LTC Promotion Results

Army Selection Rate (PZ): 76.8%

FAO Selection Rate (PZ): 71.6%

LTC Board: YG + 16 yrs

COL promotion board: YG + 21 yrs



PROMOTIONS



A Closer Look at YG 88 (FY 04) LTC Board

Results

- ✓ **PERFORMANCE** - - *on average*, officers selected in PZ had **56% ACOM 67-9 OERs**. This is an increase from YG87 (51%) and was most likely due to larger available population for promotion. 100% of the officers selected had at least one ACOM in the file.
- ✓ **EVERY officer selected had completed CSC by either resident or correspondence** - - **NO exceptions!**
- ✓ **Failure to complete CSC was the leading factor for PZ non-selection; resident vs. non-resident seemed to have no impact.**
Of selectees, 27 attended resident vs 54 non-resident graduates.
- ✓ **Fourteen officers selected AZ, four BZ. This is an increase from YG87. AZ selection for all YGs was 20%. If only YG87, selection was 37%.**



PROMOTIONS

YG 88 LTC BOARD RESULTS (compared across all 48 AOCs)

	48B	48C*	48D	48E	48F*	48G*	48H	48I	48J
Primary Zone	75%	71%	100%	66%	100%	69%	50%	75%	63%
All	**92%	**80%		**77%		**90%			**71%
		*3			*2	*5			

**** “corrected” for those officers who disqualified themselves by not completing CGSC**

• MINIMUM SELECT ESTABLISHED IN BOARD MOI



COL BOARD RESULTS



YG 83 (FY 04)

- ✓ **20 select/43 eligible in PZ = 47% (last year was 43%)**
- ✓ **Performance key** - selected officers averaged 59% ACOM to COM ratio (last year was 63%)
- ✓ **SSC selection remains a strong indicator**
 - **68% (17 of 25) of all selects to COL had completed, been selected for, or enrolled in either resident or non-resident SSC.**
- ✓ **FAO experience: depth and breadth appeared to be important - officers selected had average of 78 months in 48 assignments.**



SENIOR SERVICE COLLEGE



- ✓ **OSCF average of 6.25% - - 38 of 608 selected..**
- ✓ **From this population, FAO average of 6.32% - - 16 of 253.**
- ✓ **Manner of performance KEY factor! Average of 69% ACOM-to-COM OER ratio for selection. Up from last year (60%).**
- ✓ **No single career pattern emerged as dominating factor; selected officers had variety of 48 assignments.**
- ✓ **11 officers were revalidated from previous selection boards.**
- ✓ **Resident CSC not a discriminator. Only 6 of the 16 officers selected had completed resident CGSC.**



ILE



- **3-month TDY course**
- **ALL officers YG94 and younger will attend**
- **YG 93 and older resident selected may attend**
- **YG 93 and older resident non-select: correspondence**
- **Still have foreign schools but must also complete ILE**
- **Three courses FY 2005 and projected 10 in FY 2006**
- **May attend TDY and Return or TDY en route (preferred)**



CAREER MANAGER NOTES



THINGS YOU OUGHT TO KNOW



- ✓ **Education is merely an enabler, not an end → FLPP**
- ✓ **You are developing a reputation now.**
- ✓ **All of the jobs I offer can be good jobs.**
- ✓ **You take advice across Year Groups and AOCs at your own peril.**
- ✓ **There is no one prescription for promotion (Attache, JCS, joint, etc) other than consistently good performance.**
- ✓ **All of the attributes that led to success in your basic branch are still the attributes that lead to success as a FAO.**
- ✓ **Personal file maintenance (OPMF, ORB, Photo) - “Birthday review rule” at a minimum. We can help, but we are not a PSB**



MYTH BUSTERS



- ✓ **MYTH:** We were told that getting a COM OER was OK, so why isn't my file good for promotion (perhaps not a myth but a misunderstanding)- Heartbeat idea
- ✓ **MYTH:** Preferences still are the most important factor in assignment
- ✓ **MYTH:** An assignment in the NCR is a bad thing
- ✓ **MYTH:** Most FAO assignments are in-region -- (I can stay overseas my entire career!)
- ✓ **MYTH:** Attendance at JPMEII and a 3L ASI will get you promoted
- ✓ **MYTH:** We still pencil people into assignments
- ✓ **MYTH:** We still mark certain files depending on file strength



MYTH BUSTERS (cont.)



- ✓ **MYTH:** Branch is really a PSB
- ✓ **MYTH:** You have to know someone (i.e. A.O. or G.O.) to get the "good" assignments
- ✓ **MYTH:** The "good" assignments are what get you promoted (as opposed to job performance, which is what *really* gets you promoted!)
- ✓ **MYTH:** "my assignment officer hates me" (conversely, "my assignments officer will do anything I want because he/she is my friend")
- ✓ **MYTH:** "I won't be reassigned since I just bought a house" (addendum to, "my leave has to be approved because I already bought my plane ticket")
- ✓ **MYTH:** A COM rating as a company commander is the kiss of death in terms of promotions



TENETS OF A SUCCESSFUL RELATIONSHIP WITH YOUR AO



- ✓ **Effective communication**
 - ✓ **Recommend E-mail**
 - ✓ **Communicate your desires....be honest**
 - ✓ **Communicate early, but avoid information overload**
- ✓ **Be flexible**
- ✓ **Be ready (language and area skills)**
- ✓ **Be a team player**
- ✓ **Be Patient - approximately 300 officers per AO**



COMMUNICATIONS WITH OFFICERS IN THE FIELD



- ✓ **Monthly Population Updates (E-mail)**
- ✓ **Use your AKO e-mail address!!!**
- ✓ **AKO FAO Bulletin Board (updated)**
- ✓ **FAO Quarterly Capital Mall Runs (30 Jun 05)**



QUESTIONS?



ARMY HUMAN RESOURCES COMMAND



FAO ASSIGNMENTS

ASSIGNMENTS

LTC KELLY ZICCARELLO (CHIEF) (703) 325-3153
MAJ PAUL DECECCO (48B/F/J) (703) 325-2755
MAJ DON BAKER (48C/E) (703) 325-3134
MAJ MIKI HUNTINGTON (48D/G/H/I) (703) 325-3132

TRAINING & SUPPORT

MS FRAN WARE (48B/C/F/H/I) (703) 325-3135
MS AUNDRA BROWN(48D/E/G/J) (703) 325-3121
FAX (703) 325-6374 **DSN** 221